PEACE/WILLISTON
FISH & WILDLIFE
COMPENSATION
PROGRAM

BC hydro

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Final Report for the PWFWCP Strategic Planning Session, 1999 – 2004

P. Lee and S. Bouman
July 1999

PWFWCP Report No. 228

The Peace/Williston Fish & Wildlife Compensation Program is a cooperative venture of BC Hydro and the provincial fish and wildlife management agencies, supported by funding from BC Hydro. The Program was established to enhance and protect fish and wildlife resources affected by the construction of the W.A.C. Bennett and Peace Canyon dams on the Peace River, and the subsequent creation of the Williston and Dinosaur Reservoirs.

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This report has been approved by the Peace/Williston Fish and Wildlife Compensation Program Fish Technical Committee.

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This report is a summary of background information, discussions and decisions made during the July 8 and 9 Peace/Williston Fish and Wildlife Compensation Program: Strategic Planning Workshop.

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FINAL REPORT FOR THE PEACE/WILLISTON FISH AND WILDLIFE COMPENSATION PROGRAM

STRATEGIC PLANNING SESSION

1999-2004

Prepared by:
Peter Lee and Sheila Bouman
July 1999

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EXECUTIVE SUMMARY

The following outlines the key elements of Peace-Williston Fish and Wildlife Compensation Program's Strategic Platform:

VISION (Our Desired Future)

Our vision is naturally diverse and abundant fish and wildlife populations in a healthy ecosystem.

MISSION (Our Core Purpose)

The mission of the PWFWCP is to conserve and enhance fish, wildlife and their habitat in the program area for diverse benefits, now and in the future.

CORE VALUES (Our Beliefs)

- Integrity, Success, and Achievement
- Career and Work, Learning and Education
- Family, Pleasure, Joy, Fun, Hobbies, Sports, Holistic Wellbeing
- Effective, Efficient, Principled Business Practices

STRATEGIC OBJECTIVE FOR NEXT FIVE YEARS

Technically Sound Projects

- To evaluate the status of fish, wildlife and their habitats using acceptable biological standards in order to provide input into enhancement management and protection decisions.
- To undertake applied research in order to develop techniques and tools that can be used to maintain or enhance fish and wildlife populations.
- To undertake measurable projects which conserve or enhance abundance or diversity of native fish, wildlife and their habitat.

Evaluation and Accountability

- To examine and select projects and work-plans to ensure best use of available resources.
- To establish criteria and measures in order to select, monitor, evaluate and report on performance of projects and personnel.

Information Sharing

To share scientific information in order to improve our collective ability to benefit fish, wildlife and their habitat.

- To communicate with the public on an ongoing basis the goals, objectives and activities of the program in order to build awareness, understanding and support

Public Participation and Partnership

- To encourage public and First Nations involvement in the identification, development and delivery of projects in order to utilize local knowledge as well as build awareness of and commitment to the program.
- To enter into partnerships that improve our ability to undertake projects consistent with the Strategic Plan.

1.0 INTRODUCTION AND BACKGROUND

This document is a summary of the proceedings of the two-day Peace-Williston Fish and Wildlife Compensation Program (PWFWCP) Strategic Planning Workshop held in Prince George, British Columbia on July 8 and 9, 1999. The workshop participants included representatives from each partnering group and the Program staff. The partnering groups are British Columbia Hydro, Ministry of Environment, Lands and Parks, and the Ministry of Fisheries (see Appendix A for list of participants).

The purpose of the workshop was to develop a shared understanding and commitment to an organizational vision, mission, values, and objectives to strategically position the PWFWCP for future success.

To provide some context for this report, it is useful to understand some of the background. The purpose of the PWFWCP was defined as a, "joint BC Hydro and BC Environment initiative designed to enhance and protect fish and wildlife resources within the Williston Reservoir and Peace Canyon Watersheds affected by the construction of the WAC Bennett and Peace Canyon Dams in northcentral British Columbia."[1] The Administrative Agreement adds, "the primary purpose of the program public consultation and communications are to support specific program objectives, to maximize public understanding and support and to encourage public involvement in the Program's activities."

Although the purpose has been articulated, over the eleven years that the PWFWCP has existed, there has been lack of clarity on key organizational and operational questions that have caused concern and considerable effort expended to develop informal operating principles and practices of the Program at various levels. In order to have a clear set of Program guidelines, vision, mission, goals, objectives, and strategies which will guide the annual Program delivery and be used as a communication tool to partners and the public, a strategic plan is now required. A strategic plan is expected to include an overview of the Program, guidelines, and a framework (objectives and priorities) for the development of annual fish and wildlife programs of the next five years.

While this PWFWCP Strategic Plan is intended to be a robust strategic map for the next five years, it should be seen as a "living document" that must be continually adjusted to respond to new forces and pressures over the next several years.

2.0 PRE-WORKSHOP PREPARATION

In preparation of the strategic planning workshop, an objective situation analysis was conducted to assess strengths, weaknesses, and key opportunities for the PWFWCP. This process involved a review of existing management plans and relevant studies (Appendix B) and reports. Workshop participants were also interviewed to gauge expectations and clarify issues. Participants were asked to comment on the following topics: expectations for the workshop, operational effectiveness, outstanding issues, future trends, and future goals.

[1] Combined statement from Natureline insert and 92/93 Public Consultation Report.

From this analysis, it was clear that the strategic planning workshop needed to result in a concise document that clarified the goals and direction of the Program with clearly articulated priorities and a framework for decisions at the task level. This analysis also confirmed each participant's commitment to the success of the Program and confidence in achieving long term program and personal goals (See Appendix C for summary).

3.0 ESTABLISHING BOUNDARIES: ASSUMPTION STATEMENTS

The data from the pre-session analysis and interviews contributed to the development of a set of assumption statements that captured the sentiment of the identified issues. These were prepared [2] as a starting point to clarify and determine the parameters affecting the formulation of the PWFWCP's strategic direction.

Participants were asked to review the assumption statements and identify the key critical issues for the PWFWCP in the form of "we need" implication statements. These assumptions, implications and conclusions provided the context for helping workshop participants make relevant and appropriate strategic decisions. The following is a summary of the key assumption statements and the supporting implications.

3.1 Program Emphasis and Priorities

Assumption:
The primary purpose of the Program is to undertake programs for the protection of fish and wildlife in areas of the Peace River Basin impacted by the development of the W.A.C. Bennet dam and the Peace Canyon Dam. Emphasis of the Program therefore should be sustaining and or restoring fish and wildlife populations to levels experienced prior to establishment of the dams and reservoirs. This emphasis must recognize competing resource uses and their resultant impacts within the subject area of the Peace Basin while ensuring the priorities of the Program reflect the obligations of BC Hydro through its Water License and Memorandum of Understanding commitments to the Province.

Implications:
- We need to ensure a long-term approach, broad ecological value, and a balance of research/enhancement.
- We need to develop and maintain Fish and Wildlife strategic and operational plans.
- We need to remove inventory term and do manipulative and experimental research.

Conclusion:
- The mission, vision and strategic objectives will clarify the Program emphasis and priorities.

[2] These assumption statements were drafted by Colin Gurnsey and have been based on the Memorandum of Agreement, the draft Administrative Agreement, and the Geographical Study (prepared by Ted Down).

3.2 Geographical Boundaries

Assumption:
The geographical boundaries of the Program will continue to be the Peace River Basin, upstream of the Peace Canyon Dam. Projects outside this area may be undertaken with prior approval of the Steering Committee

Implications:
- We need to justify projects outside the watershed.
- We need to identify factors/species outside that have implication inside watershed (ie: moose are migratory)

Conclusion:
- We need to ratify recommendations in Geographical Study (Ted Downs July '98) as follows:

Geographical Study Recommendation:

It is the recommendation of the Steering Committee that the Policy Committee approve the following guidelines:

1. The geographical boundary for projects conducted under the PWFWCP is limited to the Williston Lake and Dinosaur Lake watersheds unless specifically approved by the Steering Committee.
2. The Steering Committee will only approve projects outside of the Williston or Dinosaur Lake watersheds if they are provided convincing evidence that effective projects are not available within these watersheds. It is envisioned that this provision will be largely restricted to fisheries projects compensating for Peace Canyon impacts and will occur in adjacent watersheds.
3. Downstream operational impacts related to the operation of the WAC Bennett or Peace Canyon facilities will be addressed through the Water Use Planning process of a similar process. If and when the PWFWCP is supplemented by funding negotiated for downstream impacts then the geographical boundaries will be amended accordingly.

3.3 Roles and Responsibilities

Assumption:
The PWFWCP has a relatively small budget dedicated to fish and wildlife initiatives. To ensure maximum fund availability for these initiatives the Program can not afford an elaborate administrative structure. Instead support roles are provided by shared responsibilities among agency staff and Hydro. Similarly, support staff have other jobs, which require their primary interests. Program staff members need to respect these realities and all of us need to continue to develop Program management structures that achieve program objectives in a responsive and effective way.

Implications:
- We need to recognize that there are difficulties in managing the Program as a result of the various levels of responsibilities and involvement of the technical committee, steering committee and biologists.

- We need to recognize there are two solutions: the administrative agreement could clarify roles and responsibilities, provide operating guidelines, performance expectations, timelines and internal policy, or the status quo could be maintained.
- We need to find a structure that has more flexibility than the Columbia Basin model as our Program is much smaller and can't accommodate an extra level of management.

Conclusion:
- The Administrative Agreement will provide the necessary guidelines.
- In the interim, a small task force of workshop participants worked off-line to draft a high-level summary of roles and responsibilities. Following is a temporary guideline:

Policy Committee
- Approve strategic plan
- Approve changes to program mandate
- Plan for increases to scope and money
- Appoint steering committee members

Steering Committee
- Develop strategic plan
- Approve objectives and targets
- Approve annual operating plan
- Review financial affairs of program

Technical Committee
- Develop operational objectives and targets consistent with strategic plan
- Submit and defend the technical submissions to steering committee
- Participating in development of 5 year strategic plan (targets and objectives too)
- Set standards, objectives and establish ways to be measured and audited
- Provide technical direction

MoELP Section Head
- Respond to need for technical support
- Provide input into staff performance and evaluation

Program Staff
- Implement AOP-scope schedule and budget
- Technical accountability for projects and tasks in AOP
- Develop annual operating plan

Administrative Headquarters
- Personnel administration (staff and financial)
- Consideration of public consultation process and strategy
- Key contact for administrative questions and issues

3.4 Partnerships - Philosophy

Assumption:
Partnerships usually mean each one has equal liability. Partnerships also require mutual understanding, respect and trust. It also means that the Program has to transcend the views of the individual. To make partnerships work we have to accept our own responsibility for its success and failure. One important approach is to try and find common ground and to try to look at issues from both partners' perspective. This is not to say that one shouldn't argue for a view but to recognize when continuing to do so is counter productive. (It should be noted that BC Hydro and MoELP committed to partnering goals at the October 1997 Workshop.)

Implications:
- We need to recognize program as a partnership and as distinct from BCH, MoELP and M of F.
- The interests of the partners must be resolved at a partnership level so that a united identity is supported and presented at the program level.

Conclusion:
- Interests of partners need to be resolved at partner level so that Program can operate cohesively with clear vision and identity.

3.5 Secondment of BC Hydro Employees

Assumption:
The staff members employed to carry out the Program's work have been seconded from BC Hydro. While these people are employed by BC Hydro and are subject to Bargaining Unit, corporate policies and BC Hydro employment conditions, they are for all intents and purposes employees of the Program. Their focus must be the effectiveness and success of the PWFWCP.

Implications:
- We need to strive to increase the status and authority of staff so it is more equal to both agencies. For example, increase the staffs ability to act as representative of MoELP with signing authority and appropriate permits.
- We need to recognize that the ministry has a statutory responsibility very distinct from BC Hydro and the Program, and with that comes liability.

Conclusion:
- Add the following clause to the assumption: "staff are delivering a fish and wildlife program and are responsible for abiding by ministry policy and legislation".
- Simplify permit and other procedures to improve the way employees of a joint program carry out responsibilities (ie: annual permits).

3.6 Public involvement and Consultation

Assumption:
Public involvement is a requirement of the Program as stated in Section 8 and 9 of the MOU. This is often difficult for staff as it takes time away from other duties. But, it is very important that the community, stakeholders, and First Nations both understand and support the program efforts. Without this support, the program could eventually fade.

Implications:
- We need to get agreement from technical and steering committees and staff on the need for and definition of public consultation.
- We need to develop strategy around public involvement, consultation, and project participation.
- We need to ensure time and resources are allocated in the budget process to develop public involvement projects and delivery.
- We need to honor principals number 7, 8, and 9 in the Memorandum of Understanding.

Conclusion:
- To honor the principals in the Memorandum of Understanding, we must define a meaningful strategy with clear priorities and actions, with allocation of appropriate resources to support implementation.

3.7 Evaluation and Accountability

Assumption:
Funds made available to undertake measures to protect fish and wildlife in the Peace basin are public monies, which have many competitors. Its important that all levels of the program demonstrate an understanding that these funds must be spent wisely contributing to the future benefit of all British Columbians. It's necessary therefore that we set targets and objectives that are meaningful and evaluate and report on results. How we do our work and report it to region constituents will determine whether we sustain an ongoing support for our activities.

Conclusion:
- We need to link planning with evaluation, setting targets and objectives up front with clear timelines and criteria for measurement.
- We need to establish a reporting procedure, noting the successes and learning.

3.8 Funding

Assumption:
Internal funding is set by a formula agreed to by the partners (government and BC Hydro). This can easily be absorbed by any number of initiatives that may be beneficial to fish and wildlife within the subject area. Therefore any opportunity to augment Program funds should be pursued providing some necessary program requisites are covered. These would be a commitment to and consistent with the objectives of the program, recognition of the partners i.e. program contribution and any other requirements established by either the Policy or Steering Committee.

Implications:
- We need and want more money but need to remain true to the Program and partners.
- We need to establish guidelines for external funding partners (recognizing implication on staff time), or determine if program should stand alone.

Conclusion:
- We need to create guidelines around establishing partnerships, ensuring that they are consistent with strategic plan and operational goals.

3.9 Strategic versus Operational

Assumption:
The long-term health of the PWFWCP will be measured through sustaining a long term vision of the Program's objectives and successes. The Strategic Plan should set out goals and objectives to be achieved through the development and implementation of Annual Operating Plans. The Program's performance towards achieving the Strategic Plan will be by measurement of the outcome of Annual Operating Plan initiatives. Its expected that over time demonstrated performance or success in key areas will be achieved. It will be up to the program staff and committees to determine areas for focused effort, how these should be measured and the means to communicate results to respective management, the community and other stakeholders.

Implications:
- We need to recognize the differences between these levels.

Conclusion:
- Operational plans must reflect the goals and focus of the strategic plan.

3.10 General Management

Assumption:
Section 5.1 of the Administration Agreement states that "The Program is to be managed using project management principles". The following are some guidelines for consideration.

- ***Project Initiator, Sponsor and Project Manager:***

Each project has an Initiator, a Sponsor and a Project Manager. For the PWFWCP, the Sponsors are the Policy Committee members appointed by the signatories to the MOU. The 'Initiators' are the 'Steering Committee' which holds accountability for procedures, financial controls and reporting requirements. The Project (Task) Manager in this case are the biologists assigned responsibility to carry out the tasks included in the Annual Operating Plan (AOP), reporting to the Steering Committee.

- ***Steering Committee:***

For large projects, a Steering Committee may be used to provide direction to the Project Manager. Establishment of the Steering Committee is usually at the discretion of the Project Initiator and is used when input or direction from disparate stakeholders is appropriate. In this PWFWCP context, the establishment of a Steering Committee

representing the interests of the primary stakeholders, Government and BC Hydro, ensures program direction recognizes their respective interests.

- ***Functional Managers: (Technical Committees)***

For each project task, the Functional Manager shall nominate a Task Manager to be responsible for producing the task deliverables. In the PWFWCP organizational structure Functional Managers are represented by the respective Technical Committees for both Fish and for Wildlife.

- ***Task Managers: (Compensation Biologists)***

Task Managers responsibilities for BC Hydro projects parallel those assigned to the Compensation Biologists who in turn take technical direction from their Functional Managers through the Technical Committees. Senior Biologists in turn may assign more junior biologists with task management responsibilities while retaining technical oversight responsibilities and accountability.

Implications:
- We need to avoid a complicated process.
- We need to recognize that personnel administration is lacking (small program with no funds for an extra level of management).

Conclusion:
- Follow the guidelines for roles and responsibilities and indicated in assumption statement 3.3.

4.0 SETTING DIRECTION

As noted, the assumption statements created the context to support the development of a clear and compelling long-term direction for PWFWCP. Workshop participants spent considerable energy articulating a vision, mission and set of values, which together create a solid strategic platform that provides a basis for sound planning and decision making (see Appendix D for details). The following are the specific results of this strategic platform.

4.1 Vision

Vision is the shared picture of the program's desired future. It is meant to be an inspirational description of what success would look like in the future, and is intended to motivate organizational members to act in ways to proactively work towards the long-term success of PWFWCP. The shared, desired future co-created by the workshop participants for the PWFWCP outlines:

"Our vision is naturally diverse and abundant fish and wildlife populations in a healthy ecosystem."

4.2 Mission

Mission translates the creative elements of vision into a practical and specific business purpose for an organization, answering the question "what business should we be in to achieve our vision?" Mission should clearly describe: primary customer(s); key products and services; benefits to the customer; the uniqueness of the organization; and a sense of how the organization wants to get results.

At the workshop, the following key mission themes emerged for the PWFWCP:

- Although fish and wildlife resources are seen as the core raison d' etre, it is acknowledged that the people of British Columbia (BCH rate payers, regional stakeholders, first nations, partner groups) must be acknowledged as primary customers.
- Surviving and flourishing fish and wildlife populations are seen as the primary products.
- Information about the watershed and the environment is the service.
- A well functioning partnership committed to long term funding and enhancement activities is the unique and special feature about the program.
- A team dedicated to technical excellence and fiscal responsibility contributes to PWFWCP successful results.

Based on the above, workshop participants agreed to the following PWFWCP statement:

"The mission of the PWFWCP is to conserve and enhance fish, wildlife and their habitat in the program area for diverse benefits, now and in the future."

4.3 Values[3]

Values are meant to cover the governing principles that outline what the PWFWCP stands for, describing in specific behavioral terms how organizational members expect to behave and interact both formally and informally on a daily basis with each other and their clients/stakeholders. Organizational values stem from one's personal values and are dependent on the person and the situation.

The following eight values and supporting behavioral descriptions were identified as the significant principles which illustrate key ways members of the PWFWCP want to act in pursuit of their vision. :

[3] The group spent time sharing examples of what these values look like in action, and agreed to hold each other accountable for "living" these values.

Values	*Specific Behavioral Application for PWFWCP*
Family	• Maintaining a balance in between work and personal life. • Nurturing, considerate and accepting of others.
Career and Work	• Ongoing professional development • Being proud of accomplishments • Maintaining an adequate level of sanity
Pleasure, Joy, Fun, Sports, Hobbies, Holistic Wellbeing	• Using approaches to achieve results that suit the style of individual program members • Maintaining a balanced lifestyle • Incorporating light heartedness and social activities into work • Remaining open to debates and new ideas, without criticism or offense • Maintaining respect for others' beliefs
Integrity	• Doing what you say you will do • Staying true to (scientific) principles • Having open and honest dialogue • Ensuring the program stays consistent with the mission
Responsibility and Effective, Efficient and Principled Business Practices	• Defining processes for efficient practices at appropriate levels • Leadership at all levels • Openness and willingness to improve
Success and Achievement	• Commitment by partners of time and priority to the program • Successful completion of projects • Encouraging personal growth and satisfaction of those involved in the program
Teamwork	• Improved efficiency and effectiveness with each person willingly contributing what they can • Openness through communication and consultation • Supporting others to complete tasks • Ensuring recognition is directed to the team rather than the individual • Establishing goals that require support of the program team rather than individuals • Creating an atmosphere of trust and respect through everyday actions.
Learning and Education	• Support (time and money) for educational/learning opportunities • Information sharing on regular basis (internally and externally)

5.0 LONG-TERM STRATEGIC OBJECTIVES

Strategic objectives are the critical long-term, high-impact areas of focus for PWFWCP over the next five years. Based on the organizational analysis and the agreement around the assumption statements, a number of central themes emerged. These themes identified the specific areas of focus for the Program over the next five years and include

- practicing scientifically sound and quantifiable methodology;
- reviewing and measuring accomplishments and challenges with projects and the program;
- enhancing information sharing with all who are impacted by the program, including committee members, staff, stakeholders, partners, First Nations, and the public.

The following objective statements were crafted for each of these key areas:

5.1 Technically Sound Projects

5.1.1 To evaluate the status of fish, wildlife and their habitats using acceptable biological standards in order to provide input into enhancement, management, and protection decisions.

5.1.2 To undertake applied research in order to develop techniques and tools that can be used to maintain or enhance fish and wildlife populations.

5.1.3 To undertake measurable projects which conserve or enhance abundance or diversity of native fish, wildlife and their habitat.

5.2 Evaluation and Accountability

5.2.1 To examine and select projects and work-plans to ensure best use of available resources.

5.2.2 To establish criteria and measures in order to select, monitor, evaluate and report on performance of projects and personnel.

5.3 Information Sharing

5.3.1 To share scientific information in order to improve our collective ability to benefit fish, wildlife and their habitat.

5.3.2 To communicate with the public and First Nations on an ongoing basis the goals, objectives and activities of the Program in order to build awareness, understanding and support.

5.4 Public Participation

5.4.1 To encourage public and First Nations involvement in the identification, development and delivery of projects in order to utilize local knowledge as well as build awareness of and commitment to the Program.

5.5 Partnership (financial and in-kind)

5.5.1 To enter into partnerships that improve our ability to undertake projects consistent with the Strategic Plan.

6.0 STRATEGIES

Strategies are the specific ways the PWFWCP will adopt to move forward with the agreed-to-objectives. These strategies, which detail how over the next several years the strategic objectives will be achieved, include:

Strategic Objective	***Specific Strategies***
Technically Sound Projects (Appendix E)	*Financial Management* • Identify available resources for the year. • Ensure a thorough process for establishing an annual budget that involves everyone (Sept 1999). *Selection Process* • Establish more specific criteria and more consistent process for identifying and selecting potential projects that is consistent with strategic plan (Sept 1999). • Hold more frequent meetings between technical committee and staff to discuss, explore, select and develop future projects (twice a year). • Set or review priorities for technically sound projects - species, geographical area (annually). *Evaluation* • Identify the need to develop new tools to achieve Program objectives and implement as needed (annually). • Establish criteria that allow us to prioritize and evaluate project selection and performance (November, 1999).
Evaluation and Accountability (Appendix F)	Technical committee in conjunction with staff will prepare for recommendations to Steering Committee • template of potential contract components to enable preparation of Terms of Reference • personnel/performance measures and process • develop project task forms that require input for monitoring progress and basis for evaluating results • project reporting standards/content requirements

Strategic Objective	***Specific Strategies Continued***
Information Sharing (Appendix G)	*Sharing Expertise* • Prepare, publish present and distribute reports - ongoing. • One workshop or symposium per year to support ongoing professional develop (attend/present) • Interact with First nation's people to benefit from traditional knowledge. *Communication* • Prepare a communication plan (Sept 1999). • Present strategic plan to local groups (Nov 1999). • Steering committee needs to decide the resources allocated to public communication to ensure priority is consistent with strategic plan (Sept 1999)
Public Participation (Appendix H)	• If program will accept proposals from outside, develop procedures and guidelines for inviting and accepting proposals. • Develop participation plans which tie into public communication research. • Establish a standard to guide procedures for public involvement (in identification and participation of projects) and establish appropriate procedures for implementation.
Partnerships (Appendix H)	Develop and implement guidelines for entering into partnerships (August 2000).

7.0 IMPLEMENTATION

The participants identified several possible challenges to implementation of the key strategies: committee members and staff are located in various towns and cities, which complicates communication and collaboration; and other professional responsibilities may distract from a PWFWCP focus. Therefore, it was agreed that the most effective implementation planning process would be to reconvene as a working group to complete and resolve the tasks determined. These implementation plans will form the basis of the annual operating plans.

A two day implementation planning session has been scheduled for September 21 and 22 in Prince George at the Ramada Inn. Bob Westcott and John Metcalfe have agreed to work with Peter Lee and Sheila Bouman to design and coordinate the session. In preparation, the aforementioned will also generate a list of tasks (ie: gathering information, generating recommendations) that can be completed by individuals before the session (See Appendix I for details).

APPENDIX A - PARTICIPANTS

PWFWCP Program Staff

Mari Wood	Senior Wildlife Biologist
Fraser Corbould	Wildlife Biologist
Brian Blackman	Senior Fish Biologist
Arne Lanston	Fish Biologist
Randy Zemlak	Fish Technical Specialist (attended July 9)

Wildlife Technical Committee

Ed Hill	BC Hydro
Doug Heard	Ministry of Environment Lands and Parks
Al Chan Mcleod	BC Hydro
John Elliott	Ministry of Environment Lands and Parks (regrets)

Fisheries Technical Committee

Bob Westcott	BC Hydro
Allister Mclean	BC Hydro
Nick Baccante	Ministry of Environment Lands and Parks
Don Cadden	Ministry of Environment Lands and Parks (regrets)
Ted Zimmerman	Ministry of Environment Lands and Parks (regrets)
Ken Ashley	Ministry of Fisheries (regrets)

Steering Committee

Colin Gurnsey	BC Hydro
Ron Fernandas	BC Hydro
John Metcalfe	Ministry of Environment Lands and Parks
Ted Downs	Ministry of Fisheries

Communications

Anthony MacGregor
Nancy MacLeod

Guest

Uli Bergmann - Baker	Environment and Social Issues Manager for Peace Area

APPENDIX B - REFERENCE LIST

1. **Memorandum of Understanding** between BC Hydro and MoELP to address water license requirements associated with WAC Bennett and Peace Canyon Hydroelectric Facilities. 1992

2. Peace-Williston Compensation Program. 1994. **5Year Review**

3. BC Hydro and MoELP PWFWCP. 1997. **Reporting of Partnering/Strategic Planning Process Held October 9-10, 1997, Prince George, BC.**

1. **1997 Planning Session Workshop Action Items** (Revised 05/1999).

2. PWFWCP. 1998. **Administration Agreement** between BC Hydro and MoELP for Program Management and Operation. Draft.

3. BC Hydro Corporate Research. 1999. **Public Perception of Peace-Williston Fish and Wildlife Compensation Program.**

4. Fisheries Technical Committee. 1990. **Williston Lake Compensation Program Management Plan: Fisheries.**

5. Fisheries Program PWFWCP. 1999. **Peace-Williston Fish and Wildlife Compensation Program Strategic Plan.**

APPENDIX C - SUMMARY OF PRE-SESSION INTERVIEWS

The following summarizes the information gathered during the pre-session interviews:

1. **Expectations:**
   - What specific outcomes do you expect from the strategic planning workshop?
   - How would these results impact the program?
   - How would they impact the work you do?

   Responses:
   - Clarify the goals, objectives and priorities of program
   - Implementation is vital, with emphasis on action plans
   - Clarify roles and responsibilities of partners, committees and staff
   - Understand the objectives of the partners: BCH, MELP and M of F
   - Unify direction to best utilize resources (time and money)
   - Create a defensible framework to prepare long term guiding plans

1. **Operational Effectiveness**
   - Overall, how well is the program currently running?
   - Describe where there are opportunities for changes and improvement?

   Responses:
   - Program runs well because of commitment of individuals, but is vulnerable to changes in participants
   - Need operational boundaries and policies that supercede personalities and participants
   - Must have a framework and process for efficiently resolving issues
   - Strive to reduce administrative tasks

1. **Issues**
   - What issues are facing the fish and wildlife program in its attempt to reach its goals?
   - What opportunities for change and improvement do you see in the following areas:
     - Scope of program
     - Roles and responsibilities
     - Public involvement/consultation
     - Funding

   Responses:

3.1 Scope of Program
   - Clarify balance between management, research and enhancement
   - Define geographical area
   - Should the emphasis be scientific analysis of area or involvement in enhancement efforts (ie: stocking lakes)?
   - Balance between long term large scale projects and short term smaller ones.
   - Clarify priorities for species (indigenous versus adaptable).

3.2 Roles and Responsibilities
   - Biologists: need more autonomy with projects; more management (performance reviews and career development); and to feel valued

- Technical Committees: need a more unified voice; clearer responsibilities; and to be more involved in the science of the work, not just the administration
- Steering Committees: need to meet more often than once a year; to clearly articulate direction of program; and regularly evaluate program.

3.3 Public Involvement and Consultation
- Need to be clear about amount of time spent with public.
- What does public involvement look like: Participation on projects? Information giving or gathering? Consultation? Generating proposals?

3.4 Funding
- Strive to establish goals that are manageable with existing funds.
- Clarify the role of and process for working with funding partners.
- All appreciate the perpetuity of the funding

3.5 Program operational Issues
- Recognize the high workload for Bob Westcott.
- Decisions need to be implemented and monitored.

1. **Future Trends:**
   - What future trends do you anticipate and how could they impact the program?
     - Demographic?
     - Social?
     - Economic?
     - Political?

Responses:
- Climate change will affect populations. What is our role?
- First Nations are becoming more sensitive and involved.
- What if BCH is privatized?
- Increased public sensitivity to environment should be harnessed.
- Resource extraction complicates work we do. What is our role?
- Political changes and cutbacks could affect role of Ministry partners.

5. **Future Goals:**
   - Describe your vision for the ideal Fish and Wildlife Program?
   - What opportunities must be seized upon to reach this goal?
   - What barriers may stand in the way?

Responses:
- Increase the status of fish and wildlife
- Demonstrate that sustaining the fish and wildlife populations (measurable).
- Create a clear vision with focused priorities.
- Assist best management practices of watershed
- Sound scientific practices that influence broader environmental decisions and practices in the watershed; increase quantity of field work
- Achieve measurable results; document and report successes and learning

APPENDIX D - STRATEGIC PLATFORM

The articulation of the organization's vision, mission and values together provide meaning for the organization and its members by clearly outlining where the organization is headed and its preferred way of reaching its destination.

The Peace-Williston Fish and Wildlife Compensation Program's strategic platform:

Vision

Our vision is naturally diverse and abundant fish and wildlife populations in a healthy ecosystem.

Mission

The mission of the PWFWCP is to conserve and enhance fish, wildlife and their habitat in the program area for diverse benefits, now and in the future.

Values

- Integrity, Success, and Achievement
- Career and Work, Learning and Education
- Family, Pleasure, Joy, Fun, Hobbies, Sports, Holistic Wellbeing
- Effective, Efficient, Principled Business Practices

Discussion:

The above strategic platform reflects the combination of a variety of themes and sentiments, as are noted here:

- A vibrant ecosystem is a measure of our commitment and values.
- We envision a watershed rich in a variety of native fish and wildlife species living in a healthy environment.
- Natural ecosystem functions forever.
- We are champions of naturally abundant and diverse fish and wildlife populations in a healthy ecosystem.
- PWFWCP participants are committed to social and scientific stewardship in the watershed.
- Education, leadership, and communication is highly valued.
- Protecting, enhancing, and understanding the fish and wildlife and their habitats is very important to the PWFWCP.

APPENDIX E

PWFWCP IMPLEMENTATION PLAN: TECHNCIALLY SOUND PROJECTS

STRATEGIC OBJECTIVE STATEMENTS

- To evaluate the status of fish, wildlife and their habitats using acceptable biological standards in order to provide input into enhancement management and protection decisions
- To undertake applied research in order to develop techniques and tools that can be used to maintain or enhance fish and wildlife populations.
- To undertake measurable projects which conserve or enhance abundance or diversity of native fish, wildlife and their habitat.

STATUS	KEY STRATEGIES	ACCOUNTABLE		DEADLINE	RESOURCES/ SUPPORT REQUIRED	CHANGE MANAGEMENT	COMMUNICATION
		LEAD	INVOLVED		• MONEY • MATERIALS • TRAINING • EXTERNAL	• SPONSORSHIP • RESISTANCE • CONSTRAINTS	• WHAT • TO WHOM
DONE	• Discussion paper on philosophy and guiding principles • Clarification of geological bounding issue						
	Identify available resources for the year			OG[4]			
	Ensure thorough process for establishing an annual budget that involves everyone			09, '99			
	Establish more specific criteria and more consistent process for identifying and selecting potential projects.			09, '99			
	Hold more frequent meetings between technical committee			OG			

[4] "OG" indicates ongoing - or annually.

	and staff to discuss, explore, select and develop future projects.						
	Set or review priorities for technically sound projects - species and geographical area.			09, '99			
	Identify the need to develop new tools to achieve program objectives and implement as needed.			OG			
	Establish criteria that allow us to prioritize and evaluate project selection and performance.			09, '99			

APPENDIX F

PWFWCP IMPLEMENTATIONS PLAN: EVALUATION AND ACCOUNTABILITY

STRATEGIC OBJECTIVE STATEMENTS

- To examine and select projects and work-plan to ensure best use of available resources.
- To establish criteria and measures in order to select, monitor, evaluate and report on performance of projects and personnel.

STATUS	KEY STRATEGIES	ACCOUNTABLE		DEADLINE	RESOURCES/ SUPPORT REQUIRED	CHANGE MANAGEMENT	COMMUNICATION
		LEAD	INVOLVED		• MONEY • MATERIALS • TRAINING • EXTERNAL	• SPONSORSHIP • RESISTANCE • CONSTRAINTS	• WHAT • TO WHOM
	Create a template of potential contract components to enable preparation of Terms of Reference			09. '99			
	Establish and communicate personnel performance measures and process			09. '99			
	Develop project task forms that require input for monitoring progress and provide a basis for evaluating results			09. '99			
	Develop project reporting standards and content requirements			09. '99			

APPENDIX G

PWFWCP IMPLEMENTATION PLAN: INFORMATION SHARING

STRATEGIC OBJECTIVE STATEMENTS

- To share scientific information in order to improve our collective ability to benefit fish, wildlife and their habitat.
- To communicate with the public on an ongoing basis the goals, objectives and activities of the program in order to build awareness, understanding and support

STATUS	KEY STRATEGIES	ACCOUNTABLE		DEADLINE	RESOURCES/ SUPPORT REQUIRED	CHANGE MANAGEMENT	COMMUNICATION
		LEAD	INVOLVED		• MONEY • MATERIALS • TRAINING • EXTERNAL	• SPONSORSHIP • RESISTANCE • CONSTRAINTS	• WHAT • TO WHOM
	Prepare, publish, present and distribute reports.			OG			
	One workshop or symposium per year to support ongoing professional development.			OG			
	Interact with First Nations people to benefit from traditional knowledge.			OG			
	Prepare a communication plan			09, '99			
	Present draft of strategic plan to local groups.			11, '99			
	Decide if the resources allocated to public communication priorities are consistent with strategic plan.			09, '99			
'97[5]	• Produce more material for media releases • Solicit acknowledgement by public of program success • Increase number of speaking opportunities in schools (2)						

[5] "97" indicates key strategies initiated during the 1997 Strategic Planning Process.

'97	Determine objectives and criteria for realistic allocation of time and money.						

APPENDIX H

PWFWCP IMPLEMENTATION PLAN: PUBLIC PARTICIPATION AND PARTNERSHIP

STRATEGIC OBJECTIVE STATEMENTS

- To encourage public and First Nations involvement in the identification, development and delivery of projects in order to utilize local knowledge as well as build awareness of and commitment to the program.
- To enter into partnerships that improve our ability to undertake projects consistent with the Strategic Plan.

STATUS	KEY STRATEGIES	ACCOUNTABLE		DEADLINE	RESOURCES/ SUPPORT REQUIRED	CHANGE MANAGEMENT	COMMUNICATION
		LEAD	INVOLVED		• MONEY • MATERIALS • TRAINING • EXTERNAL	• SPONSORSHIP • RESISTANCE • CONSTRAINTS	• WHAT • TO WHOM
	Develop procedures and guidelines for inviting and accepting proposals from public, First Nations, and other partners.			09. '99			
	Establish procedures for public involvement in identification and participation of projects.			09. '99			
	Establish procedures for partnering.			09. '99			
	Define process for communicating and processing request for proposals from public and potential partners.			09. '99			
	Develop participation plans which tie into public communication research.			09. '99			

APPENDIX I

PWFWCP IMPLEMENTATION PLAN: SEPTEMBER 21 AND 22

STATUS	KEY STRATEGIES	ACCOUNTABLE		DEADLINE	TASK LIST TO PREPARE FOR SESSION
		LEAD	INVOLVED		
	Distribute draft of Strategic Plan and collect comments over the next two years.	AH (BW)		08, '99	
	Design Implementation Planning Workshop for September 21 , 22	JM	BW		-invite participants -coordinate preparation
	Preparation for workshop	JM	ALL		-research best practices, bring recommendations
	Recommend a process for annual budgeting that involves everyone.	SC[6]		09, '99	-bring recommendation
	Establish a biannual meeting schedule between TC and PS.	TC	PS	09, '99	-bring recommendation
	Recommend consistent process for identifying and selecting projects.	PS		09, '99	-clarify existing process and opportunities for improvement -bring recommendations
	Establish criteria and guidelines for the prioritization and selection of projects (geographical area, species, short term, long term).	PS	TC	09, '99	-bring a summary of projects identified to date (in progress, completed, rejected)
	Develop project task forms that require input for monitoring progress and evaluating results.	TC		09, '99	-bring samples -research best practices
	Establish criteria and selection for monitoring and evaluating projects.	TC		09, '99	-research best practices
	Develop project reporting standards and content	TC		09, '99	-bring sample reports for analysis

[6] SC - Steering Committee TC - Technical Committee PS - Program Staff
AH - Administrative Headquarters CM - Communications

	requirements.				
	Determine objectives and criteria for realistic allocation of time and money to meet strategic objectives for communication.	SC		09, '99	-bring recommended budget and guidelines for allocation of resources for communications
	Create a communication strategy, utilizing communication research.	CM		09, '99	-bring a draft of a communication strategy
	Develop procedures and guidelines for inviting and accepting proposals from public, First Nations, and other partners.	SC		09, '99	-research best practices (CBFWCP).
	Establish a standard to guide procedures for public involvement in the identification of and participation in projects.	SC		09, '99	-research best practices
	Establish appropriate procedures for implementing public participation and partnering.	SC		09, '99	-research best practices
	Establish process for staff development opportunities (conferences, public speaking, info sharing, etc)	AH		09, '99	-bring recommendations
	Create a template of potential contract components to enable preparation of Terms of Reference.	AH/ SC		09, '99	-research best practices -bring samples
	Establish and communicate personnel performance measures and process.	AH		09, '99	-bring recommendations
	Assumption 3.4: resolve interests of partners.	SC		09, '99	-clarify mandates, levels of commitment and involvement, and expectations
	Assumption 3.5: revise assumption by adding clause.	SC		09, '99	-approve
	Assumption 3.5: simplify permit and other procedures.	SC	TC	09, '99	-bring recommendations